



ATHLETICS COOK ISLANDS

STRATEGIC PLAN 2025 - 2029



Executive Summary

Athletics Cook Islands, established in 1962, is dedicated to igniting passion, empowering dreams, and encouraging athletic achievement across our nation.

As we mark over 60 years of operation, we reflect on our legacy and growth, while acknowledging the need for continued development and expansion of athletics in the Cook Islands.

ACI is committed to nurturing talent, creating pathways for athletes, and fostering a strong, vibrant athletics community.

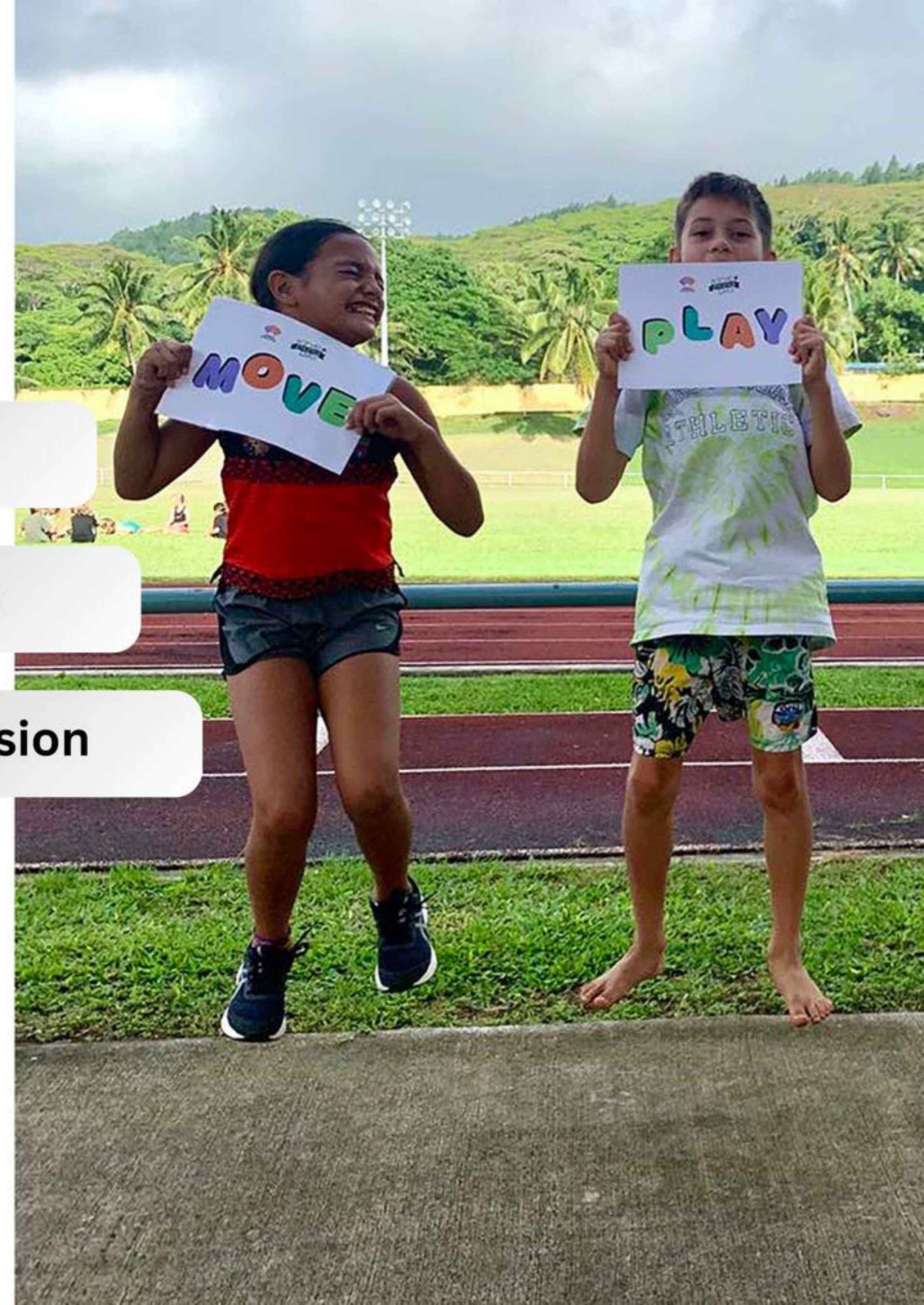
Our affiliation with the Oceania Athletics Association and World Athletics provides valuable opportunities for growth, collaboration, and international representation.

This strategic plan outlines our vision, mission, and key priorities for the next five years.

Since 1962

Igniting Passion

Legacy & Expansion



Vision & Mission



Vision

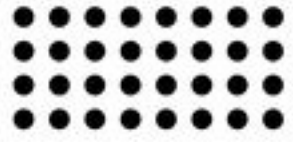
The gateway to athletic excellence in the Cook Islands, building a resilient, thriving athletics community and laying the foundation for sporting success.



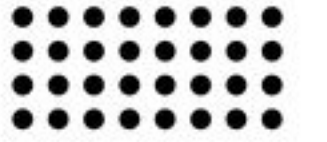
Mission

We are committed to nurturing talent, promoting a healthy community, and fostering competitive aspirations to represent the Cook Islands on the international stage. Together, we will forge a legacy of excellence, inspiring generations through the sport of athletics.





Our Values



EXCELLENCE

Striving for the highest standards of performance.

We will relentlessly pursue the highest standards, setting ambitious goals and continually striving for personal and collective growth in every competition, training session, and initiative.



INTEGRITY

Upholding honesty, ethics, and fair play.

We will uphold the highest levels of honesty and fairness, both on and off the track. Our actions will reflect a commitment to ethical practices and respect for all participants, ensuring that every victory is earned with integrity.



SERVICE

Contributing positively to the community.

We will actively contribute to the community, inspiring future generations of athletes through mentorship, outreach, and supporting local initiatives. Our focus will always be on uplifting others and creating positive change through sport.



UNITY

Fostering teamwork and a sense of belonging.

We encourage a strong sense of teamwork, embracing diversity and collaboration. Every athlete, coach, and volunteer will feel valued, supported, and connected as we work together towards common goals.



PASSION

Demonstrating dedication and enthusiasm for athletics.

We will ignite a fire of enthusiasm in all that we do. Through dedication, perseverance, and love for the sport, we will inspire each other to reach new heights and stay motivated, even in the face of challenges.

Situational Analysis



To shape the future of Athletics Cook Islands (ACI), it is essential to first gain a clear understanding of where we stand today.

By assessing our strengths, weaknesses, opportunities, and threats, we can create a solid foundation for informed decision-making and strategic planning.

This situational analysis allows us to recognise our achievements, identify areas for improvement, and uncover opportunities that will drive growth and sustainability.

Equally, it highlights potential challenges that we must navigate to ensure the long-term success and development of athletics in the Cook Islands. Through this comprehensive evaluation we find there are plenty of opportunities for ACI to explore.

By using the findings of this analysis, we will be better equipped to take purposeful action that aligns with our vision for the future.

Strengths

- A strong 60-year legacy with a committed team of volunteers, coaches, and sponsors.
- Recent success, including winning the World Kids Athletics event and hosting Athletics Academies.
- Strong affiliation with Oceania Athletics and World Athletics.

Weaknesses

- Limited athlete participation compared to other sports.
- Deteriorating track facilities at the national stadium.
- Lack of paid coaching positions and under-resourced facilities.

Opportunities

- Growing interest in athletics across the Cook Islands.
- Potential for new funding sources and sponsorships.
- Enhanced collaboration with CISNOC and other local sports organisations.
- Paid roles to bolster capacity and help grow engagement and participation in the community.

Challenges

- Declining interest in athletics due to the growing popularity of club sports.
- Limited funding and resources to support the development of the sport.
- Potential loss of talent to overseas programs without clear pathways.

Strategic Priorities for 2025 - 2029

The following strategic priorities represent the core areas where ACI will focus its efforts to achieve our vision of becoming the gateway to athletic excellence in the Cook Islands.

These priorities are designed to address both immediate needs and long-term goals, ensuring that our athletics community grows, thrives, and achieves sustained success on both the local and international stages.

Each priority is vital to building a strong foundation for the future of athletics in the Cook Islands, from forging impactful partnerships and fostering community engagement, to developing and nurturing athletic talent, and leaving a lasting legacy that honors our culture.

We have identified five key strategic priorities:

- 1. Talent Development**
- 2. Engagement**
- 3. Capacity Building**
- 4. Partnerships**
- 5. Legacy**

Explaining our strategic priorities

Talent Development

Create clear pathways from grassroots to high performance, accelerating the development of athletic talent. This includes providing support for youth athletes and strengthening high-performance programs.

Engagement

Build awareness and pride in athletics by engaging with schools, local communities, and sponsors. Increase communication through social media, events, and public relations, and revitalise and enhance Cook Islands historical cultural sporting events such as Kumete Sports etc.

Build Capacity

Explore the potential for investing in new roles where needed, to support the long-term strategic goals of Athletics Cook Islands. This will help strengthen our organisational capacity and ensure we have the necessary talent to successfully achieve our vision and elevate the Cook Islands' standing in athletics.

Partnerships

Strengthen collaborations with regional and international athletic organisations (e.g., Oceania Athletics, Athletics New Zealand, Athletics Auckland) and explore new sponsorship opportunities to increase visibility and resources.

Legacy

Establish a sustainable, culturally aware approach to athletics in the Cook Islands, ensuring long-term growth and success. Develop strong relationships within the community, including Pa Enea (outer islands), to enhance participation and support.

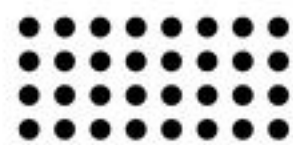
Three Guiding Principles - A C I

We have identified three core areas: Athletes, Community, and Impact - to refine and focus our strategic approach. These priorities are the foundation for our success:

- 1 Athletes**
Empowering our athletes to reach their highest potential.
- 2 Community**
Building strong support systems that engage and unite all members of the athletics family.
- 3 Impact**
Creating a lasting influence that elevates athletics in the Cook Islands.

These three pillars, A C I, are the key drivers that will shape our strategies and ensure we build a thriving, successful athletics environment for generations to come.

Aligning our Strategic Priorities with our Guiding Principles



Talent Development

Talent development is a central priority for ACI as we aim to create pathways that allow athletes to thrive from grassroots to elite levels:



Athletes

Strengthen high-performance support and talent development programs to accelerate the development of our athletes. We will provide scholarship opportunities to support our most promising athletes in their journey toward international competition.



Community

Strengthen high-performance support and talent development programs to accelerate the development of our athletes. We will provide scholarship opportunities to support our most promising athletes in their journey toward international competition.



Impact

Develop a sustainable coaching structure that empowers local coaches to effectively nurture talent, ensuring athletes have the guidance they need to succeed at every stage of their athletic careers.

Engagement

Engagement is at the core of increasing awareness and participation in athletics across the Cook Islands. To drive engagement, we will focus on:



Athletes

Increase athlete participation by 20% within two years by engaging more effectively with schools, local communities, and Pa Enua. This will ensure athletics reaches more Impact across the country.



Community

Enhance our communication through social media, website updates, and public relations efforts to create excitement and visibility for athletics.



Impact

Grow deeper connections within local communities, especially Pa Enua, to build a more inclusive and engaged athletics community. We will ensure that everyone, no matter where they are, feels connected to the sport and its future.



Build Capacity

Building capacity within Athletics Cook Islands is essential for sustainable growth and success. We will invest in the infrastructure, systems, and people needed to support our long-term goals:



Athletes

Upgrade the national stadium track and facilities, providing better designed training and competition spaces for athletes at all levels.



Community

Expand our reach by developing a comprehensive database of athletes and performance statistics. This will help us track progress and grow more effective outreach efforts.



Impact

Strengthen our Board, coaches, and officials through ongoing training and capacity building. We will ensure that the structure of our organisation is equipped to support the growth of athletics in the Cook Islands, providing a foundation for long-term success.

Partnerships

Strong, strategic partnerships are key to ACI's success and growth. We will work to strengthen both local and international collaborations to bring more resources, visibility, and opportunities to our athletes:



Athletes

Strengthen high-performance support programs by establishing specific collaborations with regional and international organisations.



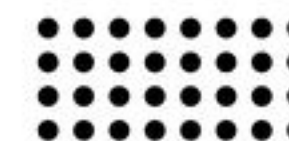
Community

Leverage partnerships with schools, local sporting bodies, and global athletic organisations to expand our reach and grow the sport across the Cook Islands.



Impact

Build strong relationships within the athletics community, both locally and internationally, and provide coaches and officials with access to expertise and resources to enhance their development.



Legacy

Creating a lasting legacy for athletics in the Cook Islands is crucial to ensuring that the sport thrives for generations to come. We will focus on sustainable, culturally aware approaches to ensure the long-term growth and success of athletics:



Athletes

Provide scholarship opportunities and strengthen our talent development programs to ensure our athletes have the resources and support to excel on the international stage.



Community

Develop a strong database of performance statistics and track athlete progress, building a legacy of achievement that inspires future generations.



Impact

Cultivate a coaching and competition structure that is both sustainable and culturally aligned with the Cook Islands, ensuring that future coaches and officials have the necessary tools to develop athletes and build a strong sporting culture.



Implementation Plan

- Year 1 (2025)
 - Focus on talent identification, community engagement, and the foundation of our strategic initiatives.
 - Review needs and look to recruit for a dedicated role.
 - Apply for track upgrade/redo.
 - Identify partners to help with full stadium upgrade.
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- Year 2 (2026)
 - Begin infrastructure upgrades.
 - Expand coaching programs.
 - Push participation and engagement.
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- Year 3-5 (2027-2029)
 - Maximise athlete performance, develop infrastructure, and enhance international participation.

Timeline and Key Milestones

2025: Systems & Partnerships

- Establish organisational structure, policies, and responsibilities.
- Develop and/or deepen partnerships with local schools and regional athletic bodies.
- Start multi-year sponsorship initiatives and participation drives.
- Create and maintain a comprehensive athlete database.
- Enhance communications strategy for better engagement and visibility.
- Enhance and uplift current athletics framework with coaches, officials, athletes and their support networks.
- Work on upgrade and refurbishment of track and stadium applications - lead by ACI in partnership with CISNOC, CIIC, ICI and Office of the Prime Minister.
- Review financial management and policy
- Review ACI constitution to ensure it is fit for purpose.
- Review and assess the current relationship between ACI and the island federations to identify opportunities for strengthening collaboration and ensuring mutually beneficial outcome.
- Successful track application! Upgrade national stadium facilities and infrastructure.

2026: Champions

- Identify and nurture athletic champions at all levels.
- Develop mentorship programs for athletes and coaches.
- Formalise partnerships with Athletics federations in our region.
- Focus on preparing athletes for the 2027 Pacific Games.

2027: Maximise Opportunities

- Prepare for the Pacific Games in 2027 with a full athletics team.
- Expand the coaching program, including overseas clinics and mentoring.
- Review and resign on multi-year funding commitments.

2028: Excel

- Host the Oceania Champs.
- Establish a strong foundation for future growth and high performance.
- Focus on succession planning within ACI.
- Host and prepare for the Mini Games and other regional events.

2029: On a Roll

- Continue building momentum with expanded athlete representation.
- Host major events, including the Mini Games.
- Strengthen ACI's international presence and community engagement.

Monitoring and Evaluation

- Regular reviews and assessments of progress, athlete participation, track conditions, and coaching certifications.
- Collect feedback from stakeholders, including athletes, coaches, and sponsors, to improve program effectiveness.

Budget and Funding

- Work with CISNOC, CIIC, ICI - meeting regarding track maintenance plans.
- Estimate costs for track repairs, coaching salaries, and program development.
- Seek funding through government grants, corporate sponsorships, and philanthropic donations.
- Consult with the Office of the Prime Minister to include track repairs in the national budget.
- Consult with the Office of the Prime Minister to include coaching and development towards 2029 in the national budget - ie. consideration of subsidising key roles in ACI to help realise strategic priorities and milestones.

Conclusion

Athletics Cook Islands is committed to promoting and leading excellence, building a resilient athletics community, and creating sustainable growth in athletics. With strong partnerships, a clear vision, and strategic planning, we will continue to elevate athletics in the Cook Islands and inspire future generations of athletes. Community support and engagement are vital to our success, and together, we will create a lasting legacy for athletics in the Cook Islands.

